

PacifiCorp Problem Statement

Your employer, Odin Express Trucking, has been a successful trucking and freighting company in the Midwest for over thirty years. Odin Express Trucking also owns and operates 10 warehouses within the Midwest and employees 200 drivers and warehouse workers. All drivers and warehouse workers are employed by Odin Trucking LLC, meaning there are no independent or self-employed workers. Except for local tracking and inventory in warehouses, all billing, routing and other financial and administrative services are carried out at the corporate headquarters in Oconomowoc, Wisconsin.

The company's president and founder sees Odin's employees as part of his extended family. In Odin's responsibility-based culture employees share information freely, resolve disagreements informally, have clear expectations, respect colleagues, value diversity, and strive for excellence through help from each other. There is a high level of trust at all levels of the organization.

Recently, Odin Express Trucking has used its considerable reserves to purchase three more trucking and warehousing companies, which operate primarily on the east coast, the west coast, and the south, respectively. The intent was to give Odin true coast to coast and north to south coverage. The president wishes to express, encourage, and model Odin's existing culture within the newly acquired trucking and warehouse companies.

Based on this culture the president believes that it will be beneficial to the company for existing employees to serve as content experts and to develop training for the new employees. Many Odin employees are content experts in specific areas, but lack the skills to design, develop, and implement training for other employees – especially those at a distance.

A need exists to train Odin's new staff (both truckers and warehouse workers) in company policy, procedure, and culture. Training topics include general company policy, pay, medical and dental benefits, drug testing, dress code and grooming, breakdown and weather emergency procedures, and per diem/reimbursement procedures.

If the staff is not trained quickly and easily (by their standards) it is possible that they will seek employment elsewhere or go into the business for themselves, depriving Odin of experienced east and west coast drivers and experienced staff.

Issue to address:

The truckers need to be on the road to make a living, and it is nearly impossible to get them together for any type of large training seminars. It is also highly impractical for trainers to ride along in their trucks.

It is also difficult if not impossible to facilitate a large seminar for staff in new warehouses spread out over the coasts and the south. Just like the warehouses in the Midwest, these warehouses are mainly for the stockpiling of goods that are awaiting transport or local delivery. The warehouses so have some small offices, break rooms and rest rooms, some also have a first aid station, but most often first aid supplies are stored in an office, break room, or rest room.

Please note that the break rooms at these warehouses all have different layouts, are lacking in technology (e.g. Internet access), space for all workers of any given shift at one time, and furniture that can be adequately used for classroom instruction.

- What should content experts with no design or development experience be taught to enable them to produce effective training?
- What should content experts with no training delivery experience be taught in order to conduct a class?
- How will content experts at various locations across the country design, develop, and deliver training pieces to other company employees at a distance?
- Consider that all employees have a job to do that this training component will be added to their usual daily duties (whether they are content expert or learner). How will you make the most efficient and effective use of their time?
- What is the time frame?
- What are the costs involved? Include both direct and indirect costs.

First Phase of the Competition

Odin would like your team to put together a program/strategy for addressing the bulleted questions above. The company president has asked that you submit a list of approaches and what you consider to be the plusses and minuses of each. Ahead of meeting with you, he has asked you to put into his hands some kind of document that gets him ready to work with you on forming a decision about what he will do; in other words, to produce a discussion document for your first meeting with him. *As you begin this project, the creation of this document is your first task.* This document must be submitted by May 1, 2008.

Odin's client representative, Ana Correia, will be available during the entire month of March to answer your questions about the context/circumstances of the problem. She can be contacted at acorreia@iastate.edu.

Second Phase of the Competition

Once there is agreement that your solutions represent a plausible way forward for Odin, you will work with an independent learning consultant who will be assigned to you (a mentor) on what will become the final recommendation to Odin. What you create will be the model for the training of their content experts, and will need to be explained to the company president in terms that business people will understand. As much as possible, justifications for the decisions that went into your planned model will need to be

provided. *The creation of the documents that will be distributed to the president and his management team is your second task.* These documents are due on August 15, 2008.

Third Phase of the Competition

You've been part of the team that has put together all of the materials about how Odin can train its trainers. The company president has now asked you to make a half-hour presentation to explain and distribute these materials to his management team. Present your case for your solution.